

COMMONWEALTH OF VIRGINIA

VIRGINIA EMPLOYMENT COMMISSION

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Title:	Continuous Improvement under the Workforce Investment Act

PURPOSE

The Workforce Investment Act (WIA) envisions a high performance workforce investment system - a system that is customer-driven, results oriented, flexible and continuously improving. Continuous improvement is the systematic and ongoing improvement of products, programs, services and processes by small increments and major breakthroughs. The goal is to improve outcomes for the customers by enhancing system-wide performance. This involves effective alignment of resources to achieve performance excellence and the recognition of top performers within the system. This policy describes performance management for continuous improvement in the workforce development system in Virginia.

REFERENCES

Code of Virginia, Section 9-329.1(F).
P.L. 105-220, Workforce Investment Act, Sections 129(b), 134(a)(2)(B)(iii), 136, and 502.
20 CFR Part 666.
Federal Register, Vol. 64, No. 150/Thursday, August 5, 1999/Notices. U.S. Department of Labor, Consultation Papers on Performance Accountability Under Title I of the WIA.
Training and Employment Guidance Letter No. 7-99, March 3, 2000 - Core and Customer Satisfaction Performance Measures for the Workforce Investment System.
Virginia Workforce Council, Vision Statement, December 2003.
Virginia Workforce Council, Basic Principles for Virginia's Performance Management System to Promote Continuous Improvement, March 7, 2000.

POLICY STATEMENT

The Governor ensures that continuous improvement is embedded in statewide workforce investment activities. The Virginia Workforce Council (VWC) assists the Governor in the development and continuous improvement of a statewide workforce investment system and comprehensive performance management system. To guide this process, the VWC adopted a vision statement that confirms that in order to attract and retain successful businesses and industries in Virginia, a skilled workforce is critical. This, in turn, fosters a desirable quality of life for all Virginians and cooperation between the public and private sectors and thus, emphasizes that the needs of businesses, job seekers and workers in Virginia are interrelated and interdependent.

Pursuant to Section 136 of the WIA, the U. S. Department of Labor has established performance standards to measure the results of programs under Title I of the WIA. The Local Workforce Investment Board (LWIB) and the chief local elected officials (CLEOs) must negotiate with the Governor and reach agreement on the local levels of performance for each of the 17 indicators. The

levels are based on those negotiated between the State and the U.S. Department of Labor. When determining appropriate levels of performance, the Governor, LWIBs and CLEOs must take into account specific economic, demographic and other characteristics of the populations to be served in the local area. The WIA requires core indicators of performance for each workforce investment area. The 17 federal core measures of performance are:

Adult Program

1. Entry into employment.
2. Retention in employment six months after entry into employment.
3. Earnings received in employment six months after entry into employment.
4. Attainment of a recognized credential relating to achievement of educational skills, which may include attainment of a secondary school diploma or its recognized equivalent, or occupational skills by participants who enter employment.

Dislocated Worker Program

1. Entry into employment.
2. Retention in employment six months after entry into employment.
3. Earnings received in employment six months after entry into employment relative to earning of the job of dislocation.
4. Attainment of a recognized credential relating to achievement of educational skills, which may include attainment of a secondary school diploma or its recognized equivalent, or occupational skills by participants who enter employment.

Youth Program - Older Youth (ages 19-21)

1. Entry into employment.
2. Retention in employment six months after entry into employment.
3. Earnings received in employment six months after entry into employment.
4. Attainment of recognized credential relating to achievement of educational skills, which may include attainment of postsecondary school diploma or its recognized equivalent, or occupational skills, by participants who enter employment or who enter postsecondary education, advanced training or employment.

Younger Youth (ages 14-18)

1. Attainment of basic skills and, as appropriate, work readiness or occupational skills.
2. Attainment of secondary school diploma and their recognized equivalents.
3. Placement and retention in postsecondary education, advanced training, military service, employment or qualified apprenticeship.

Across Funding Streams

1. Customer satisfaction for participants.
2. Customer satisfaction for employers.

State-Imposed Measures

Performance measures that are less affected by the economic conditions and more indicative of the effectiveness with which local areas meet customer needs will be imposed at the State level.

Inspired by Malcolm Baldrige, this process is not punitive to inefficient providers, but serves as a benchmark to adjust local strategies commensurate with emerging economic challenges and opportunities. The State-imposed measures directly survey the local area's ability to promote:

1. System Building,
2. Process Implementation,
3. Customer Flow,
4. Resource Leveraging,
5. Regional Collaboration and
6. Expenditure Flow.

Malcolm Baldrige Criteria for Performance Excellence is a model of nationally recognized principles for system improvement and high organizational performance. The Baldrige model includes:

1. Leadership,
2. Strategic Planning,
3. Customer and Market Focus,
4. Information and Analysis,
5. Human Resource Focus,
6. Process Management and
7. Business Results.

The criteria consist of a series of processes that are followed sequentially to achieve a desired result. Each of the components of the system has inputs, processes, outputs of results and feedback loops. Within the Baldrige system, the customers' desires, requirements and needs are the inputs. On the basis of that input, the leadership sets the direction of the system or organization and defines the mission, values, products and/or services. The Baldrige criteria should be used for gauging the success of the local workforce investment system and the one-stop service delivery system. By producing internal results such as high quality products/services and system/organizational success, external results such as customer satisfaction and a high quality workforce are inevitable.

RECISIONS: This policy replaces the portion of the rescinded policy including this topic, Policy **00-11, Continuous Improvement, Incentives and Sanctions for the Workforce Investment Act.**

APPROVED:

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DATE: _____